



*Second,*  
(2) ~~Second~~, the effort to discover and to exploit fully the potential and talents of proven employees. This is essentially a Development Program to insure the best possible use of Agency employees. It is here that ~~the impact of~~ *for this program* selection ~~begins to be felt~~. The effort put in the development of a given employee must be determined by and justifiable only on the basis of potential and proven ability. The result of this effort is therefore not all-embracing, but rather will vary with the individual. *In addition to developing participants it* ~~will~~ locate, equip and produce the future key executives and administrators of the Agency. *will better qualify the employees for advancement.* This effort ~~affects improved qualification for promotion and~~

*and* operates through such means as:

- a. Rotation
- b. Re-training (seminar and refresher courses)
- c. Duty assignments with on-the-job training
- d. Extension training, including sabbatical leave, overseas travel and high-level training assignments such as National War College, Joint Chiefs, Dept. of State Policy Planning Staff.

In view of the foregoing, each staff employee and staff agent does in fact, upon the day he accepts employment, become a participant in the Career Service Program and must be apprised of its incentives, benefits and responsibilities.

B. Assumption #2

~~Therefore,~~ *No* selection criteria are required for participation in the Career Service Program. However, for participation in its Development Program, selection criteria are required. The remainder of this paper

relates to these selection criteria.

## 2. RECOMMENDATION

A. CIA ~~employees~~ employees in the Career Service Program who satisfy the following requirements shall be eligible to participate in the Development Program:

- (1) Staff employee or staff agent status (required for Career Service Program)
- (2) Proven, satisfactory service certified in writing by the employee's Office Board (described in Attachment 2 dated 12 December 1951). Determination of "proven" service shall be based <sup>generally upon 2 years CIA service</sup> on both ~~past contribution~~ and evaluated potential of the employee. *Less than two years CIA service will require formal approval of the CIA Career Service Board.*
- ~~(3) High school graduate or equivalent as determined by his Office Board.~~
- ~~(B)~~ <sup>Concurrence</sup> Security clearance certified by I&S Office.
- ~~(4)~~ <sup>of intent</sup> Written agreement to make a career of employment with CIA, including willingness to serve in any domestic or overseas CIA post for which by Agency determination qualified job-wise and physically.

B. Eligibility to participate in the Development Program shall be determined only on the basis of the above-named requirements. It is to be noted particularly that:

- (1) No age limitations are set.
- (2) Civil Service Commission certification is not required.
- (3) No physical standards beyond those regularly used for Agency employment are required for participation in the Development

Program and special physical examinations for this Program as distinct from normal employment are not contemplated.

3. DISCUSSION

A. Re Introduction

The planning bases laid down in INTRODUCTION stem from two major aims:

- (1) To banish from employees' minds the fear that the Career Service is a scheme for creating and nurturing an elite corps of a favored few.
- (2) To make the incentives and benefits of the ~~Career Service~~ <sup>Development</sup> Program available to the Agency employees who demonstrate potential and interest in long-term CIA employment.

B. Re "Staff employee or staff agent status"

This stops the ~~obviously inappropriate~~ inclusion in the Career Service Program of contract, consultant, and special agent categories. It embraces those who work full time with no predictable short-term connection.

C. Re "Proven satisfactory services"

This is intended to permit flexibility, since it is quite possible that one person might be suitable for the Development Program almost immediately while another might require several years' Agency experience. The certification in writing by the Office Board is recommended to insure that careful consideration will precede the selection of an employee for participation in the Development Program.

D. Re "High school graduate as minimum or passing an equivalent examination"

Comments on the originally proposed "Career Corps" have indicated fears that too great emphasis was placed on academic background as opposed to on-the-job success. Further, this working group's recommendations broaden the career corps group to include all GS ratings, some of whom will not be college graduates but who nevertheless have the potential for a CIA career. Consequently, *a college degree requirement was rejected. It was agreed, however,* that with today's opportunities for a high school education or for acquiring its equivalent through experience, Agency interest demands this minimal standard.

*Concurrence*  
E. Re "Security clearance certified by IAS ...."

This leaves control of security requirements with IAS.

*Of intent*  
F. Re "Written agreement <sup>of intent</sup> to make a career of employment with CIA"

A successful career service program should build within the Agency an ever increasing body of employees with training, broad experience and education superior to those of most other government Agencies and Departments. There can be expected, therefore, a tendency to proselyte CIA careerists on the one hand and on the other a growing temptation for CIA careerists to accept a here-and-now promotion with another Agency to grades which CIA vacancies would not then permit. Therefore, this requirement is set: not as a legal preventive but as the only feasible measure, a moral binder.

G. Re "Written agreement to serve in domestic or overseas CIA posts for which by Agency determination qualified jobwise and physically"

Again this is no legal binder since in the final analysis any employee may reject an Agency decision on domestic or overseas

employment and resign. But it does seem reasonable to ask that and employee who wants a CIA career be willing, if qualified job-wise and physically, to serve away from Washington, D. C. for some periods. CIA can operate only by staffing a complex of world-wide areas. It must, therefore, make its career service incentives - such as advancement, tenure and retirement - strong enough to attract and hold many persons who want jobs that are not run-of-the-mine government chores in a tidy and secure niche cemented to a single geographical point. Other things equal, a persons so willing to serve is worth more to CIA and merits more from CIA. The "jobwise and physical" qualifications should operate to protect individuals from over to assignments for which they are not suited, and the Agency from wasteful moving of its personnel.

4. COMMENT

It is emphasized that while the concept presented in this attachment insures that <sup>all</sup> ~~the bulk of~~ CIA <sup>staff</sup> employees will participate in the Career Service Program, this participation is not a guarantee of ~~immediate~~ promotions or of ultimate grade levels for the various participants. Rather it means:

- (1) Codification of rights and benefits so that the employee knows where he stands and what he may reasonably plan for. These should include preferential advancement, tenure and retirement for those in the Development Program.
- (2) Increased opportunity for training - within and outside CIA.

- (3) Increased opportunity for rotation.
- (4) Increased opportunity for education - within and outside CIA.
- (5) Increased assurance that he will go as far as his ability justifies.